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WORKING TOGETHER

Building a Quality Workforce

GOVERNMENT DOCUMENTS
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TRAINING PROGRAMS FOR STATE AND LOCAL GOVERNMENT

OCTOBER 1994 - JUNE 1995

COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PERSONNEL ADMINISTRATION
HUMAN RESOURCE DEVELOPMENT GROUP

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT
STATE HOUSE • BOSTON 02133
(617) 727-3600

WILLIAM F. WELD
GOVERNOR

ARGEO PAUL CELLUCCI
LIEUTENANT-GOVERNOR

Dear Friends:

As we identify more effective ways to serve the citizens of Massachusetts, the role of professional development and staff training grows increasingly important. Such training has already led to increased productivity and improved service delivery in the public sector.

The programs and services offered by the Department of Personnel Administration (DPA) are central to developing an employee's knowledge and skills. DPA's outreach efforts have prompted increased participation in its Human Resource and Development programs by personnel in the executive branch agencies, the judiciary, and higher education.

Providing professional development opportunities for all state employees is critical as we work to meet the changing needs of Massachusetts' citizenry.

Sincerely,

Bill Weld

William F. Weld

ORGANIZATION GOAL:

To develop your Department's annual training plan, using this catalogue as a resource for the centralized training component.

DPA STANDARD:

It is recommended that 1% of your Department operating budget will achieve the established goal of providing, from all training resources, a minimum of three days of training per year for every employee. Centralized training should be your primary resource for generic programs.

REGISTRATION:

EARLY DEADLINE:
September 1, 1994 for all Fall Programs

Agencies are encouraged to submit registration requests for the entire year in keeping with their annual HRD plans.

ON-GOING REGISTRATION:

Program slots can be requested on a continuing basis and will be accepted if space is available.

The HRD Group will provide technical assistance to state and local government departments on developing their annual training plan and completing their registration.

Deadline for Spring Courses:
December 16, 1994

Publication No. 17575-60-21250-6-94
Approved by: State Purchasing Agent

WILLIAM F. WELD
Governor

ROBERT C. DUMONT
Personnel Administrator

The Commonwealth of Massachusetts
Department of Personnel Administration
One Ashburton Place, Boston, MA 02108

Dear Fellow Employee:

I am pleased to present our catalogue of training and development opportunities for FY'95. You will note that there are several new programs as well as changes to others. Our FY'95 course offerings are in direct response to your comments and requests over the past year.

Also, I am delighted to welcome the participation of the Western Massachusetts Public Employees Training Council and their counterpart in southeastern Massachusetts, the Cape and Islands Training Committee. These groups have formed to work with us in extending training programs and services to state and local government employees in these regions.

Clearly, as the workplace continues to change and as the pressure to deliver top-notch government services increases, we are all challenged to find more effective ways to manage our resources and deliver services. Training and Management Development programs are a central part of this effort and it is rewarding to observe your active commitment to and participation in these programs.

I encourage you to give us feedback and suggestions on our training and development programs so that we can better meet your training needs. I look forward to working with you during FY'95.

Sincerely,

Robert C. Dumont
Personnel Administrator

Mission: Human Resource Development for all Government Employees

HUMAN RESOURCE DEVELOPMENT GROUP

The Human Resource Development Group is pleased to present its annual course catalogue of programs and services. We work together with you to reach the common goal of developing the human resource potential—motivation, creativity, initiative, productivity and career satisfaction of all employees.

WHO WE ARE

The HRD Group is the Commonwealth's centralized training unit for all government employees. The staff brings extensive professional experience to human resource development. HRD provides generalized skills training and internal consulting to complement and enhance the resources of individual departments.

WHAT WE DO

The HRD Group offers training and development programs and services for all levels of state and local government. We also provide opportunities for networking, resource sharing and technical assistance. HRD offers:

- A core of quality training programs;
- Internal consulting on departmental training and organizational development;
- Certificate Programs in Human Resource Development and Personnel Management;
- A directory of certified trainers.

Executive Office for Administration and Finance
Mark E. Robinson, Secretary

Department of Personnel Administration
Robert C. Dumont, Personnel Administrator
James J. Hartnett, Jr., First Deputy Personnel Administrator
Linda Lynn-Weaver, Deputy Personnel Administrator
Mary L. O'Neil, Director
Ronice V. Morgan, Assistant Director
Marsha I. Wilson, Professional Staff
Patricia O'Neil, Registrar
Mona Smolenski, Support Staff

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REGISTRATION PROCEDURES

- Complete the "Participant Registration Form" on p. 59 of this catalogue. Use one form for each program request. Duplicate the form as needed.
- Have your supervisor sign the form and send it to your Department Training Liaison Officer (DTLO). A list of DTLO's begins on page 10 of this catalogue.
- If your registration request is approved by the HRD Group, your DTLO will sign the form and return it to you.
- Bring the Participant Registration Form to class for admission and for data entry of your attendance.
- **IMPORTANT**: Since the Participant Registration Forms serves as a record of your attendance, failure to submit a completed form may result in a "NO SHOW" entry.

ATTENDANCE INFORMATION (PLEASE READ)

- Unless otherwise noted, all classes are scheduled to begin at 9:00 am. Please arrive 15 minutes prior to the announced start time.
- At the end of the fiscal year, your agency will receive a Transcript Report which lists the names of attendees for all approved course requests.
- The name "NO SHOW" will appear on the agency report for absentees. Notify your DTLO immediately if you cannot attend so that a substitute can be arranged.
- Your department will be charged for fee courses for which they have confirmed slots whether or not the employee is in attendance.

SPECIAL ACCOMMODATION REQUESTS

- Please inform your DTLO of your needs. HRD will make every effort, with the support of your department, to accommodate your special needs, whether they be physical, visual, or auditory.

CANCELLATION POLICY

- Slots requested cannot be cancelled or substituted for other courses.
- **Extreme Bad Weather Conditions:** Programs held in Boston, Buzzards Bay, Holyoke, and Pittsfield will be cancelled when public high schools in the respective communities cancel school. Listen to local radio broadcasts for information on school closings.

Department Training Liaison Officer (DTLO) Procedures and Guidelines For Registration

REGISTRATION PROCEDURES

- Complete the Matrix Registration Form (provided under separate cover by the Human Resource Development (HRD) Group). **The Matrix Registration Form is not in this catalogue.**
- Upon receipt of your completed Matrix Registration Form, the HRD Group will enter your program requests and forward a Confirmation Report to you.
- Carefully check the Confirmation Report and advise your employees of their status. If they are confirmed to attend, sign the Participant Registration Forms and instruct each employee to bring the form to class.

ATTENDANCE

- Participants should arrive 15 minutes prior to the announced class start time. In most cases, classes start at 9:00 am.
- At the end of the fiscal year, you will be sent a Transcript Report listing the names of the employees from your agency.
- The name "NO SHOW" will appear on the agency report for absentees. Please instruct the employees to notify you immediately if they cannot attend. A substitute can be sent in place of the intended employee.
- Your department will be charged for fee courses for which you have confirmed slots whether or not the employee is in attendance.

SPECIAL ACCOMMODATION REQUESTS

- Requests for employees with special accommodation needs should be attached to the Matrix Registration Form.
- With the support of your department, HRD will make every effort to accomodate special requests.

CANCELLATION POLICY

- Slots cannot be cancelled or substituted for other courses.
- **Under circumstances of extreme bad weather,** courses held in Boston, Buzzards Bay, Holyoke, and Pittsfield will be cancelled when public high schools in the respective community cancel school. Instruct your employees to listen to local radio broadcasts for information on school closings.

Department Training Liaison Officer Directory

Department Training Liaison Officers (DTLO's) are appointed to keep the HRD Group informed about department training needs, to publicize HRD programs within their department, and to administer the program planning and enrollment procedures. Please contact your DTLO (listed below) to access the programs and services described in this catalogue.

MMARS DEPT. CODE	STATE GOVERNMENT DIRECTORY		
ADMINISTRATION AND FINANCE			
ADD	Admin. Agency Develapmentally Disabled	Elizabeth Fancher	727-4178 (x105)
ALA	Admin. Law Appeals	Rabert Tierney	727-7060
ANF	Executive Office Administratian/Finance	Helen Chin Schlichte	727-3777 (x518)
ATB	Appellate Tax Baard	Carl Benanti	727-3100
BGT	Budget Bureau	Barbara Aiken	727-2081 (x486)
BSB	Bureau af State Office Buildings	Cheryl Gaudreault	727-2607 (x516)
BSI	Bureau Special Investigatians	William Sauris	727-6950
CAD	Mass. Cammissian Against Discriminatian	Sehin Mekuria	727-3990
CSC	Civil Service Cammissian	Elizabeth Waxman	727-2293
DCP	Divisian Capital Planning/Operatians	Lana Jerame	727-4006 (x342)
DOR	Department af Revenue	Eleanar Cushing	727-0192
DPA	Department af Persannel Administratian	Linda Lynn-Weaver	727-3555
GIC	Graup Insurance Cammissian	William Hilliker	727-2310 (x3018)
LIB	Massachusetts State Library	Brenda Hawistan	727-2595
MIS	Management Infarmatian Systems	Sarah Baurne	973-0933
OAA	Office af Affirmative Actian	Rachel V. Kemp	727-7441
OER	Office af Emplayee Relatians	Lianne Shields	727-5403
OHA	Office an Disability	Michael Dumant	727-7440
OSC	Office af the Camptraller	Caral Grass	727-5000 (x230)
PER	Public Emplayee Retirement Baard	James Waldman	727-9380
PGS	Dept. af Pracurement and General Services	Jacqueline Harris	727-7500 (x311)
TRB	Teachers' Retirement Baard	Michelle M. Maumdjian	727-3661 (x312)
CONSUMER AFFAIRS			
ABC	Alcahalic Beverage Cantral Camm.	William Hubbard	727-3040
CTV	Cable TV Cammissian	Jahn Urban	727-6925
DOB	Divisian af Banks	Sheila Frackletan	727-0529
DOI	Divisian af Insurance	William Hubbard	527-7362
DOS	Divisian af Standards	Charles H. Carrall	727-3480
DPU	Department af Public Utilities	Danna B. Hardy	727-6807
MED	Baard af Registratian in Medicine	William F. Hubbard	727-3086
REG	Divisian af Registratian	Craig Chamberlain	727-3074
SCA	Executive Office af Cansumer Affairs	William F. Hubbard	727-1637 (x430)
SRC	State Racing Cammissian	Gearge Callins	727-2581
COMMUNITIES AND DEVELOPMENT			
CEA	Cammunity Ecanamic Assistance Carp.	Carl Sussman	727-0506
MIA	Mass. Industrial Finance Agency	Burtan M. Harris	451-2477
OCD	Executive Office Camm/Develapment	Richard Ofria	727-7147
CONSTITUTIONAL OFFICES			
AGO	Attarney General's Office	Daris S. Danavan	727-2200 (x2030)
GCN	Gavernar's Cauncil	Gearge Cranin, Jr.	727-2795 (x567)
GOV	Gavernar's Office	Theresa Dalan	727-5415
SAO	Office af the State Auditar	Cannie Gray	727-6200 (x57)
SEC	Office af the Secretary af State	Kevin Harvey	727-4918
TRE	Treasurer and Receiver General	Bab Haran	367-3900 (x244)
ENVIRONMENTAL AFFAIRS			
AGR	Department Faad and Agriculture	Marybeth Burnand	727-3000 (x101)
DEM	Department Enviranmental Management	Jahanna Zabriskie	727-3180 (x626)
ENV	Executive Office Enviranmental Affairs	Marilyn Hilliard	727-9800 (x215)
EQE	Dept. af Enviranmental Pratectian	Diane Cavicchia	292-5508
FWE	Divisian af Fisheries and Wildlife	Diane Maguire	727-1614 (x351)

MDC	Metropolitan District Commission	Penny O'Reilly	727-9650 (x212)
WRA	Water Resources Authority	Marcy Lidman	242-6000 (x4032)
ECONOMIC AFFAIRS			
DES	Department of Employment ond Training	Joan Folcik	727-0967
ENE	Division of Energy Resources	Diana Jeong	727-4732 (x128)
OIT	Office International Trode/Investment	Susan Steverman	367-1830
SEA	Executive Office Economic Affairs	Benay Corlino	727-8380
EDUCATION			
EOE	Executive Office of Educationol Affairs	Antonia Jimenez	727-7785 (x227)
DEPARTMENT OF EDUCATION			
DOE	Deportment of Education	Audrey A. White	388-3300 (x650)
ELDER AFFAIRS			
ELD	Executive Office Elder Affairs	Sheilo Donahue-King	727-7751
MASSACHUSETTS GENERAL COURT			
HOU	House Committee on Personnel and Admin.	Norman Lombardi	722-2582
LEG	Legislotive Services Bureau	Kevin Shea	722-2520
SEN	Senate	Robert Cawley	722-1212
HIGHER EDUCATION			
BCC	Berkshire Community College	John E. Knight	(413) 499-4660 (x260)
BHC	Bunker Hill Community College	Mary Provo	241-8600
BRC	Bristol Community College	John Wiberg	(617) 727-7117
BSC	Bridgewoter Stote College	Nancy Ferguson	697-1324
CCC	Cape Cod Community College	Gus Mills	362-2131
FRC	Fromingham State College	Joseph Lopes	727-8513
FSC	Fitchburg State College	Mary Scott	727-4555
GCC	Greenfield Community College	Edword Preissler	(413) 774-3131 (x243)
HCC	Holyoke Community College	Jane Hall	(413) 538-7000
LOW	UMASS - Lowell	Janet King	(508) 934-3560
MAS	Massasoit Community College	Joseph Rucker	(508) 588-9100
MBC	Moss. Bay Community College	Lorraine Johnson	237-1100
MCA	Mass. College of Art	Jeonne Regan	727-0272
MCC	Middlesex Community College	Gary McPhee	280-3200 (x3530)
MMA	Moss. Maritime Acodemy	Froncis E. Lynch	(508) 830-5500 (x2002)
MWC	Mt. Wochusett Community College	Sheila Sykes	(508) 632-6600 (x112)
NAC	North Adams Stote College	Morilyn Truskowski	(413) 664-4511 (x598)
NEC	Northern Essex Community College	Judith Kamber	(508) 374-3955
NSC	North Shore Community College	Jane Coviello	(508) 762-4000 (x4305)
QCC	Quinsigamond Community College	Ston Rome	853-2300
RCC	Roxbury Community College	Kimberly J. Houghton	541-5330
RGT	Higher Education Coordinating Council	Antonia Jimenez	727-7785 (x227)
SMU	UMASS Dartmouth	Rita Morotti	(508) 999-8060 (x8061)
SSA	Salem State College	Judith Salisbury	(617) 741-6123
STC	Springfield Technical Community College	Myra Smith	(413) 781-7822
UMA	Staff Training/UMASS Amherst	Donna Mellen	(413) 545-2031
UMI	UMASS Boston/Donahue Inst.	Ronnie Haas	(617) 287-7420
UMM	UMASS Medical Center	Perry Constos	(508) 856-3251
WOR	Worcester Stote College	Irene Leonard	(508) 793-8028
WSC	Westfield State College	Timothy Murphy	(508) 568-3311
HUMAN SERVICES			
CHE	Soldiers' Home - Chelsea	Daniel Rodrigues	884-5660
DAC	Disabled Persons Protection Commission	Kim Egan	727-6465
DDS	Mass. Rehab. Disability Determinotion	Robert Sullivon	654-7505
DMA	Division of Medical Assistance	Ston Spack	348-5797
DMH	Deportment of Mental Health	Ray Flannery	727-5500
DMR	Department of Mentol Retardation	Deborah E. Reidy	727-5608 (x232)
DMS	Department of Medical Security	Scherry Lavoie	727-8300
DPH	Deportment of Public Health	Joon Sullivan	727-2638
DSS	Department of Social Services	Richord Faust	727-3171 (x387)
DYS	Department of Youth Services	F. Robert Brown	(508) 366-5291
EHS	Executive Office of Health & Humon Services	Juliet Regis	727-7600 (x403)
HLY	Soldiers' Home - Holyoke	James Black, Jr.	(413) 532-9475
MCB	Moss. Commission for the Blind	Potricia Harris	727-5550 (x4403)
MCD	Mass. Commission for the Deaf	Rosemory McLoughlin	727-5106
MRC	Mass. Rehabilitation Commission	Philip LeBlanc	727-6936
OFC	Office for Children	Jon Anderson Avallone	727-8900 (x146)
ORI	Office of Refugee & Immigrants	Claire McDonough	727-7888
RSC	Rote Setting Commission	John Doley	451-5330
VET	Veterans' Services	Robert Stevens	727-3578 (x105)
WEL	Department of Public Welfore	Judith Ananian	348-5555

INDEPENDENT COMMISSIONS

BLC	Baard of Library Commissianers	Barbara Glazerman	267-9400
ETH	Ethics Cammission	Ann Marie Quinlivan	727-0060
IGO	Office of Inspectar General	Mary Barry	727-9140
LOT	State Lottery Cammission	Mary Montooth	849-5555 (x510)

JUDICIARY

CPC	Cammittee for Public Caunsel Services	Pamela M. Zullig	482-6212 (x3375)
DAO	District Attorney's Office West	Carolyn Knight	(413) 781-8100 (x5000)
MHL	Mental Health Legal Advisors	Laura Calby	723-9130
TRC	Judicial Institute: Mass. Trial Court-all Depts., Appeals Court, Supreme Judical Caurt	Robert Clayman	742-8383

LABOR

BCA	Board of Conciliation/Arbitratian	James Kelley	727-3466
DIA	Division of Industrial Accidents	Mary Guerin	727-4900 (x227)
EOL	Executive Office af Labar	Mike Wallace	727-6573
JLM	Joint Labor/Management Committee	Mary Cappadona	727-9690
LAB	Department of Labor and Industries	Lynnette Fields	727-3454
LRC	Mass. Labar Relations Commission	Edward Srednicki	727-3505 (x332)

PUBLIC SAFETY

AAB	Architectural Access Board	Deborah Ryan	727-0661
BBR	State Board Building Regulatians	Ann Marie Rase	727-3200
CCJ	Mass. Committee Criminal Justice	Marie Beckfard	727-6300 (x349)
CDA	Mass. Emerg. Management Agency	Arlene Margolis	(508) 820-2000 (x2018)
CHS	Criminal Systems Histary Baard	Martin Censullo	727-0090
CJT	Criminal Justice Training Cauncil	Charles Dunlap	727-8178
CME	Office of the Chief Medical Examiner	Timathy Manning	(508) 856-3501
DOC	Department of Correctian	Rene Pairier	727-5911
DPS	Department of Public Safety	Cherie Crane	727-3200 (x651)
EPS	Executive Office of Public Safety	Alex Leone	727-7775
HSB	Gavernar's Highway Safety Bureau	Maria Farrah	727-5075
MFA	Mass. Firefighting Academy	Leslie Hoffman	727-9635
MIL	Military Divisian	Col. David Gavigan	944-0500 (x2700)
MRB	Merit Rating Baard	Diane Faverman	267-3636 (x9603)
PAR	Mass. Parole Board	Leslie Bestick	727-3271 (x115)
POL	Department of State Palice	Valian R. Norris	(508) 820-2631
RMV	Registry of Motar Vehicles	Bernard Pigean	351-2700 (x9954)
VWA	Mass. Victim Witness Asst. Baard	Paula Almeida	727-5200

TRANSPORTATION AND CONSTRUCTION

CTP	Central Transportation Planning	Maureen O'Brien	973-7110 (x7140)
DPW	Mass. Highway Dept.	John B. Kelley	973-7692
MAC	Mass. Aeronautics Cammission	Diane Jeong	973-8882
MBT	Mass. Bay Transportatian Authority	Jaan Kapalchak	722-5732
MPA	Mass. Port Authority	Maria McKinnan	973-5500
MTA	Mass. Turnpike Autharity	Patricia Scanlan	248-2857
TRP	Executive Office of Trans. and Constr.	Michael W. Casey	973-7126

LOCAL GOVERNMENT DIRECTORY

Cities and Towns	Persannel Directars	
Caunty Correctians	Maryellen Fidrych	725-4009
Police Departments	Chiefs af Police	
Fire Departments	Stephen Caan	727-9635
Western Mass. Pub. Emp. Training Council	Sharon Faherty	(413) 545-0001
Cape & Islands Pub. Emp. Training Committee	Shirley Gibbs	(508) 830-5052

Special Services and Programs

Master Service Agreement for Training

The Department of Personnel Administration, the Department of Procurement and General Services, and the Office of the Comptroller, with the assistance of an Interagency Task Force, develop and distribute a Master Service Agreement (MSA) for Specialized Training and Consultation Services. The Master Service Agreement provides a list of trainers who have been certified by DPA to deliver training to state employees. It is a major resource for your department as it minimizes many of the time-consuming aspects of selecting, contracting with, and paying vendors for in-house training activities. The MSA also functions to provide a consistent quality of services and to standardize the hourly rates for training offered in the Commonwealth.

Please contact the HRD Group (727-3777) for more information on how to utilize the benefits of the Master Service Agreement. You may also contact your Department Training Liaison Officer who has a copy of the MSA.

IT Bond Funded Projects: Training Initiative

Several statewide systems are being developed through the Information Technology (IT) Bond Funded Projects which will change the payroll, budget and personnel operations throughout state government. This initiative includes major administrative computing systems: Management Accounting and Reporting System (management by the Comptroller's Office), Human Resource and Cost Reporting System (managed by the Department of Personnel Administration), and Budget Preparation (managed by the Budget Bureau).

The executive committee of the IT Bond Funded Projects is supporting training to agency staff who are directly impacted by the implementation of these systems. The training project is managed by the Office of Management Information Systems (OMIS) and includes five categories of training:

- Basic PC Skills
- Windows Skills
- Word Processing Skills
- Query and Reporting Tools
- Warehouse Training (for Lan Managers)

For more information, please contact: (617) 973-0925

Office of the Comptroller, Training Unit

The Training Unit in the Office of the Comptroller offers a wide variety of training courses for state departments on a no cost basis. Courses are designed to give managers and staff the skills necessary to manage and use the statewide personnel, financial, accounting and reporting systems. These systems include:

- MMARS: Massachusetts Management Accounting and Reporting System
- BARS: Billing and Accounts Receivable Subsystem
- PMIS: Personnel Management Information System
- CAPS: Commonwealth's Automated Payroll System
- PARIS: Personnel Administrative Reporting and Information System
- MMARS,PMIS, and PARIS IMAGINE: An on-line, ad hoc reporting tool
- PERS: Payroll Cost Reporting System
- Query and Reporting Tools: Access to ''Warehouse data''

The Comptroller's Training Catalogue is published in-house and is distributed every three months (March, June, September and December) to MMARS/CAPS/PMIS Liaisons as well as to DTLO's. The Catalogue gives a full description of core, intermediate, specialized, and customized courses that are offered. Registrations are accepted only from MMARS/CAPS/PMIS Liaison. To receive a Catalogue, or for additional information, please call the Comptroller's Training Unit at 727-5000 X296.

State Agency Human Resource Development Certificate Program

The Human Resource Development Group, in collaboration with state agencies, has established a Certificate Program in Human Resource Development (HRD). The program is offered tuition free to 24 selected participants.

The Certificate Program has two primary objectives. First, the program will provide state agencies with the capacity to administer a broad range of HRD functions. Second, the program will provide state agencies with the capacity to deliver in-service training in a wide variety of topics. To meet these two objectives the program will provide intensive training in the following subject areas:

- Training Needs Assessment
- Training Plans
- Curriculum Development
- Training/Presentation Skills
- Program Evaluation
- Public Speaking
- Group Process and Observation Skills
- Technical/Administrative Issues

The classroom training will be delivered by established, experienced HRD professionals who currently work in state agencies. The program will be scheduled over a nine month time period and includes 16 days of formal training as well as practical application opportunities.

At the end of the program, graduates will have acquired the skills and knowledge of a HRD consultant, giving management in their departments increased capacity to respond to the demand for training and development.

Participants will be selected through a formal, competitive application process which will be distributed to Department Training Liaison Officers in August, 1994.

State Agency Personnel Management Certificate Program

The Department of Personnel Administration has established a Personnel Management Certificate Program (PMCP), sponsored by the Human Resource Development Group. The program is offered tuition free to 25 selected participants.

The Certificate Program serves as an orientation to a number of key personnel topics for the Commonwealth's human resource professionals, as well as a means to encourage greater communication and understanding of the complementary responsibilities of DPA and appointing authorities in the effective personnel management of state government.

The training will include the following subject areas:

- The State Classification System
- The State Civil Service System
- Affirmative Action/Cultural Diversity
- Compensation and Benefits
- The Performance Appraisal Systems
- Employee Relations

The classroom training will be delivered by experienced management staff from the Executive Office for Administration and Finance agencies and selected line agencies. The program will be scheduled over a 10-week period beginning in February 1995 and will meet one day a week.

At the end of the program, participants will have increased their ability to carry out major personnel management programs and expanded their understanding of the respective roles of the DPA and state agencies in the state personnel system.

Participants will be selected through a formal competitive application process which will be distributed to Department Training Liaison Officers in October 1994.

SPECIAL SERVICES AND PROGRAMS

Performance Recognition Program

The Department of Personnel Administration coordinates the Governor's Annual Massachusetts Performance Recognition Program.

This program gives formal recognition to Commonwealth employees who make meaningful contributions which distinguish them from their peers. These special awards focus attention on consistent, positive achievement by both individuals and teams of state employees, people who have demonstrated innovation and dedication in their work, concern for the public trust, and a commitment to excellence.

Awards are given in three categories:

—The Manuel Carballo Governor's Award for Excellence in Public Service

—The Commonwealth of Massachusetts Citation for Outstanding Performance

—The Certificate of Recognition

The process of selection and planning for this program is a year long activity, culminating with a dinner and ceremony on September 29, 1994.

Bradford Fellowship Program for Excellence in Public Administration

Harvard University's John F. Kennedy School of Government and the Department of Personnel Administration (DPA) offer a senior manager the opportunity to attend the University's Mid-Career Master in Public Administration Program.

The Mid-Career MPA Program is designed for experienced professionals who are college graduates, and who are dedicated to public sector management. This fellowship provides a unique means to pursue a well recognized program of study, enhancing management and policy analysis skills which are so vital within this state government environment.

A brochure which fully outlines the program and the eligibility criteria is sent to Cabinet Secretaries and Agency Heads in late December. They will circulate the information to senior managers within their areas.

EPRS: Employee Performance Review System

The Employee Performance Review System (EPRS) for non-managers serves as the state system for evaluating employee performance. EPRS is monitored by the Office of Employee Relations. HRD provides training programs on a continuing basis to support the implementation of this performance evaluation system. Please see the table of contents for courses particular to EPRS for FY'95.

Tuition Remission Program

The Commonwealth's primary educational offering, negotiated by OER in 1983, is a tuition remission program available to state employees. All eligible employees have the opportunity to obtain an undergraduate or graduate degree in the area of their choice at a reduced cost. The state may cover as much as 100% of an employee's tuition for courses taken at any of the nine state colleges, fifteen community colleges, and the University of Massachusetts.

Non-managerial employees may access the tuition remission program by contacting the Workforce 2000 Unit at (617) 727-3555.

Managers may access the tuition remission program by contacting the Human Resource Development Group at (617) 727-3777.

Regional Programs and Schedules

WESTERN MASS. PUBLIC EMPLOYEES TRAINING COUNCIL

The Western Massachusetts Public Employees Training Council (WMPETC) was formed to address the training needs of public employees in western Massachusetts. WMPETC represents the interests of state, federal, municipal and county employees in western Massachusetts. Representation on the planning committee includes staff from the Human Resource Development Group of the Massachusetts Department of Personnel Administration (DPA) and the Donahue Institute, University of Massachusetts. Our goal is to work together with all public sector organizations to develop the skills, productivity and career satisfaction of all employees. Combined, they possess numerous years of experience in designing and implementing training for public employees.

WMPETC, through the state Department of Personnel Administration, the Donahue Institute and other resources available in Western Massachusetts, offers training and development programs and services for all levels of government. We also offer opportunities for networking, resource sharing and technical assistance.

For FY'95, WMPETC will offer a core of quality training programs and internal consulting in departmental training and organizational development. A directory of certified trainers is also available for organizations who wish to deliver in-house training.

If you would like more information, please contact Sharon Faherty at 413-545-0001.

The full planning committee is comprised of the following members:

Tom Acquaro, Department of Public Works, City of Springfield
David Burt, Hampshire County Sheriff's Department
Rose DiCarlo, Massachusetts Department of Environmental Management, Forests and Parks
Sharon Faherty, University of Massachusetts, Donahue Institute
Keri Heitner, University of Massachusetts, Donahue Institute
Mary O'Neil, Human Resource Development Group, Massachusetts Department of Personnel Administration
Bob Shonak, Personnel Department, City of Springfield
Mary Yarrows, Hampshire County Sheriff's Department

See schedule of Programs on the following pages for Holyoke and Pittsfield locations.

REGIONAL PROGRAMS AND SCHEDULES

WESTERN MASS. PUBLIC EMPLOYEES TRAINING COUNCIL

The following DPA sponsored courses are offered at:
The Rotunda (main building)
Holyoke Heritage State Park
221 Appleton St.
Holyoke, MA

See page 7 for directions

NOVEMBER

Motivational Techniques (1 day)
November 17, 1994 — #305MOSF95

Stress Management (1 day)
November 18, 1994 — #377STMF95

DECEMBER

Professional Skills for Support Staff (3 day)
December 5-7, 1994 — #315PSSF95

Conflict Management (2 day)
December 8-9, 1994 — #095CNSF95

FEBRUARY

Total Quality Management: Team Dynamics (2 day)
February 7-8, 1995 — #091TQSS95

Workplace Communication for Support Staff (2 day)
February 9-10, 1995 — #396CSHS95

MARCH

Managing Diversity for Productivity (1 day)
March 21, 1995 — #405MDSS95

Stress Management (1 day)
March 22, 1995 — #378STMS95

APRIL

TIER II (6 day)
April 10-14 and April 19, 1995 — #005DIHS95

Managing Organizational Change (2 day)
April 25-26, 1995 — #048MCSS95

Dealing Effectively with the Public (1 day)
April 27, 1995 — #384DEPS95

Please arrive by 8:45 am.

REGIONAL PROGRAMS AND SCHEDULES

WESTERN MASS PUBLIC EMPLOYEES TRAINING COUNCIL

The following DPA sponsored courses are offered at:

Department of Environmental Management
Region V
Forest and Parks Office
740 South Street
Pittsfield, MA

See page 7 for directions

Workplace Communication for Support Staff October 25-26, 1994	#395CSPF95
Tier II, U Mass October 31-Nov. 4, and Nov. 10, 1994	#005DIBF95
Stress Management November 15, 1994	#379STMF95
Managing Organizational Change December 6-7, 1994	#049MCPF95

Please arrive by 8:45 am.

CAPE AND ISLANDS PUBLIC EMPLOYEES TRAINING COMMITTEE

The Cape and Islands Public Employees Training Committee was formed to address the training needs of public employees in southeastern Massachusetts and the Cape and Islands. Representation on the committee includes staff from the Human Resource Development Group at the Department of Personnel Administration (DPA) as well as other state and municipal offices. The goal of this committee is to work together to develop opportunities for training and increase the skills, productivity and career satisfaction of employees in this region.

The Committee provides an opportunity for networking, resource sharing and information on training programs. For FY'95, they will support a core of quality training programs offered through the Department of Personnel Administration and delivered on-site at Massachusetts Maritime Academy. For more information, please contact:

Shirley Gibbs, Massachusetts Maritime Academy, 508-830-5052

Committee Members:

Joseph Dwelly	Dept. of Mental Retardation
David Feeney	Bristol Community College
Mary Flanders	Town of Barnstable
Shirley Gibbs	Mass. Maritime Academy
Pauline Hokanson	Mass. Rehabilitation Commission
Mary O'Neil	Department of Personnel Administration
Anne Stempha	Department of Environmental Management
Richard Trifone	Registry of Motor Vehicles
Randall Whittle	Department of Social Services

See schedule of programs on the following page.

CAPE AND ISLANDS TRAINING SCHEDULE

for Southeastern Massachusetts

The following DPA sponsored courses are offered at:

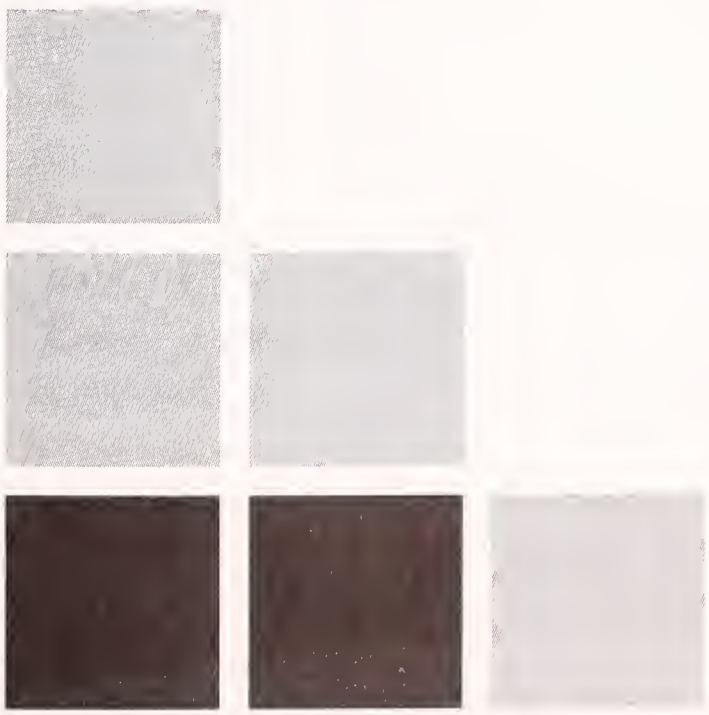
Mass. Maritime Academy
Academy Drive
Buzzards Bay, MA

See page 7 for directions

Overview of Total Quality Management (1 day) Jan. 5, 1995	#090TQCS95
Managing Organizational Change (2 day) Jan. 10-11, 1995	#047MCCS95
Tier II (6 day) Jan. 23-27, 1995 and Feb. 1, 1995	#005DICS95
Conflict Management (2 day) Feb. 7-8, 1995	#095CNCS95
Developing Career Opportunities for Support Staff (1 day) Feb. 15, 1995	#322DCCS95
CPR (1 day) Feb. 22, 1995	#391CPRS95
Creating a Customer Service Organization (1 day) Feb. 28, 1995	#070CSCS95

Please arrive by 8:45 am.

Management Development Programs



Program Notes

MANAGEMENT DEVELOPMENT IN MASSACHUSETTS

TIER I

HRD Program: Making the Transition to Management
for: Newly appointed entry level managers and staff interested in management

TIER II

UMass Program: Core Management Development
for: Entry to mid-level managers and professional staff

TIER III

UMass Program: Managing Operations in Public Agencies
for: Senior managers

TIER III

Brandeis Program: Managing People in Public Agencies
for: Senior managers

TIER IV

Kennedy School of Government Program: Senior Executive Management
for: Appointing Authorities and their key assistants

Governor's Leadership Seminar for Senior Executives in Government and Higher Education: MIT Sloan School of Management
for: Cabinet Secretaries, Agency Heads, Commissioners, College and University Presidents

HRD Programs for Professional Development
—Orientation to Massachusetts State Government
—Managing Organizational Change
—Executive Writing
—Grant Writing
—Beyond the Career Plateau: Career Planning Workshop
—Critical Thinking for Strategic Planning
—Successful Negotiation
—Speed Reading Skills for Managers
—Performance Based Contracting
—Conflict Management
—Creating a Customer Service Organization
—The Manager as Coach
—Developing and Administering an Agency Budget
—Overview of Total Quality Management
—TQM: Team Dynamics
—TQM Problem Solving
—Advanced TQM Implementation

—See Program Descriptions for Details—

MANAGEMENT DEVELOPMENT

Tier I, HRD Program: Making the Transition to Management

You have been chosen for a managerial position, or you're thinking about making the move. By attending this dynamic workshop, you will define your role as a manager and learn to create a cooperative team. The workshop will give you the fundamentals of the management process in order to promote your self-confidence and to improve your management techniques.

When: October 25-26, 1994 — **Program #**001HRDF95
May 11-12, 1995 — 002HRDS95
Time: 9:00 am - 4:00 pm
Participant Focus: Newly appointed entry level managers or staff interested in management.
Enrollment: 30
Fee: $100

Tier II, UMass Program: Core Management Development

The UMass Donahue Institute (IGS) offers this 6-day, non-residential management development program for entry to mid-level state managers. The comprehensive core curriculum focuses on the role of the manager in the Commonwealth, managing innovation in a changing environment, planning/decision-making and managing a diverse workforce, team development, and time management skills. Completion of a pre-course assignment will be required of all participants. Daily individual action plans will be designed into the curriculum. CEU credits are available for an additional fee.

When:		**Program #**
	October 24-28, 1994 *BOS*	005DIGF95
	March 6-10, 1995 *BOS*	006DIGS95
	April 3-7, 1995 *BOS*	007DIGS95
	October 31-Nov. 4, 1994 *(Berkshire County)*	005DIBF95
	January 23-27, 1995 *(Cape)*	005DICS95
	April 10-14, 1995 *(Holyoke)*	005DIHS95

Time: 8:45 am - 4:00 pm
Where: Downtown Boston
Participant Focus: Entry to mid-level managers and professional staff
Fee: $750

*We reserve the right to re-schedule if your choice of dates is full.

ATTENTION DTLO
Please note: In addition to the HRD application, a special application form (obtained from the Donahue Institute) is required so that IGS has the names and addresses of participants prior to *October 3*.

Please arrive by 8:45 am.

Tier III, UMass Program: Managing Operations in Public Agencies

The UMass Donahue Institute (IGS) offers this four-day, intensive, non-residential program for senior level public managers. The program enables managers to increase their ability to manage agency operations and carry out the agency's mission and goals through strategic planning and problem-solving sessions. Participants can expect to increase their management and planning skills, and to gain further insight and understanding of the budget and legislative process as well as the role of negotiation and collective bargaining. A variety of instructors including professional trainers, public sector managers and Institute staff will conduct the sessions. CEU credits are available for an additional fee.

When: December 6-9, 1994
May 2-5, 1995
Time: 8:45 am - 4:00 pm
Where: Downtown Boston
Participant Focus: Senior managers
Enrollment: 35
Fee: $800

Program #015DINF95
#015DINS95

Tier III, Brandeis Program: Managing People in Public Agencies

The Brandeis program is an intensive, non-residential, four-day management program for senior level public managers. The program enable managers to build on existing skills to predict and handle the personnel situations that public agency managers encounter. Participants can expect to learn better diagnostic skills for analyzing issues; to develop more confidence in supervision and managing; to increase effectiveness in hiring and motivating employees and dealing with performance problems; and to construct a positive employment environment.

When: November 15-18, 1994
March 7-10, 1995
Time: 9:00 am - 4:00 pm
Where: Brandeis University, Waltham
Participant Focus: Senior managers
Enrollment: 35
Fee: $825

Program #020BIPF95
020BIPS95

Please arrive by 8:45 am.

Tier IV, The Kennedy School of Government Program: Senior Executive Management

This program focuses on developing strategic policies and general management responsibilities of the state executive. Classes, conducted by selected Harvard University faculty, focus on the critical task of streamlining agency operations and providing essential services to the citizens of the Commonwealth through meaningful organization objectives and the effective use of budget and staff. Participants are actively engaged in case study discussions which present actual decision making situations. Small group sessions encourage interaction with other top state executives and sharing of different approaches to common problems.

When: May, 1995, dates to be announced **Program #**025KSGS95
Time: 9:00 am - 4:00 pm
Where: Kennedy School of Government, Harvard University
Participant Focus: Appointing Authorities and their key assistants
Enrollment: 50
Fee: TBA

Governor's Leadership Seminar for Senior Executives in Government and Higher Education: MIT Sloan School of Management

This one-day program provides an opportunity to explore the changing face of public leadership and to analyze and discuss the broad questions of policy and strategy that face government in the face of organizational change. It will focus on organizational mission, systems thinking, and performance in public organizations and institutions of Higher Education.

The program will be conducted by recognized experts who will provide current research on organizational change. It will provide an opportunity for participants to foster cooperative interaction with colleagues and to share innovative thinking regarding these issues.

When: Winter, 1995, date to be announced **Program #**030MITS95
Time: 9:00 am - 4:30 pm
Where: TBA
Participant Focus: Restricted to Cabinet Secretaries, Commissioners, Agency Heads, College and University Presidents.
Fee: TBA

Please arrive by 8:45 am.

Orientation to Massachusetts State Government

Former participants describe this program as essential for people recently appointed or recruited into management positions in state government. It is not a course in management theory, but on how to manage within the Commonwealth of Massachusetts environment. Topics will include: budget process, personnel policies, legislative processes, executive branch organization, administrative policy and politics. Public officials from several state agencies will present major issues and practical applications. The emphasis will be to learn practical techniques for working in our bureaucracy.

When: October 27-28, 1994
April 3-4, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Newly appointed managers
Enrollment: 30
Fee: $105

Program #040ONMF95
040ONMS95

Managing Organizational Change

It is critical that managers understand how to implement change in their unit in order to achieve maximum flexibility. This seminar will present hands-on techniques for designing a strategy that will gain acceptance by employees and enable the unit to successfully manage the transition. The change process and its relationship to communication and conflict will be discussed.

When: November 3-4, 1994
May 30-31, 1995
Jan. 10-11, 1995 *(Cape)*
April 25-26, 1995 *(Holyoke)*
Dec. 6-7, 1994 *(Pittsfield)*
Time: 9:00 am - 4:00 pm
Participant Focus: Managers at all levels
Enrollment: 30
Fee: $105

Program #045MOCF95
046MOCS95
047MCCS95
048MCSS95
049MCPF95

Executive Writing

This one-day program is designed for participants who write to influence and also review the writing of others on their staff. This is an advanced level writing seminar. Topics include: techniques to enhance and refine your writing, how to review and analyze the writing of others, coaching and critiquing positively, self-editing, and working with problem writing.

When: November 30, 1994
March 2, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Executives, senior level managers and supervisors
Enrollment: 25
Fee: $80

Program #075EXWF95
076EXWS95

Please arrive by 8:45 am.

Grant Writing

This two-day seminar will focus on topics to help personnel involved in grant writing, including: outlining your objectives, organizing an effective proposal narrative, preparing a realistic budget, writing a budget justification, including the right personnel, finalizing and sending the proposal, and organizing effective grant writing teams. Participants will have ample opportunity to understand the various components of a successful proposal and to actually get started on their own proposal draft. Please bring a proposal that you are currently or soon to be working on.

When: January 26-27, 1995 **Program #**077GRWS95
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals engaged in writing grants for their agencies
Enrollment: 25
Fee: $130

Beyond the Career Plateau: Career Planning Workshop

This Career Planning Workshop seeks to address career development needs of managers and professional staff. Areas of discussion will include: ''What to Do When You Need a Job Change, Real and Perceived Roadblocks, and Assessment of Career Factors and Unlocking Opportunity''. Practical material is provided on internal and external networking, resume preparation, and interviewing.

When: May 16, 1995 **Program #**086BCPS95
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and professional staff
Enrollment: 35
Fee: $55

Critical Thinking for Strategic Planning

The ability to analyze problems and situations accurately, set goals and implement plans are the foundation of sound management practices. Participants will learn to use planning, goal setting and problem analysis to increase the results of their work unit. They have an opportunity to discuss and analyze many of their own ideologies and examine innovative approaches to office people problems.

When: November 14-15, 1994 **Program #**055CTPF95
March 15-16, 1995 056CTPS95
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and professional staff
Enrollment: 30
Fee: $105

Successful Negotiation

This seminar will provide managers with a framework for developing and refining their negotiation skills. How does one negotiate so that all involved win? What are some successful negotiation strategies? When is negotiation an appropriate management tool? How do you analyze your options? Learn the key elements of negotiation in order to deal more effectively with the personnel, administrative, and public issues that face managers every day.

When: April 19-20, 1995 **Program #**060NGTS95
Time: 9:00 am - 4:00 pm
Participant Focus: Managers at all levels
Enrollment: 30
Fee: $105

Please arrive by 8:45 am.

Speed Reading Skills for Managers

This workshop will show you how to read everything you are expected to digest and still have time to get the job done. Designed to meet the precise needs of management, this remarkably effective course uses many relevant, high-interest reading selections to provide a dramatic increase in your on-the-job reading speed and ability to retain pertinent information.

When: December 6-7, 1994
May 11-12, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Managers at all levels
Enrollment: 20
Fee: $105

Program #080SPRF95
081SPRS95

Performance Based Contracting*

As more and more agencies move towards contracting for services, a needed skill in the workplace is the development of performance based contracts. This two-day seminar will review a model for the design of a performance based contract and the role it plays in service delivery. Participants will learn how to create and communicate expectations, specify behavioral objectives, determine needed supports, and the means, methods, and measurements that can be utilized to determine the accomplishment of objectives. A discussion of how to integrate performance based contracting into existing practices will also be included.

When: December 1-2, 1994
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and Professional staff who work with sub-contracted services
Enrollment: 25
Fee: $105

Program #085BPCF95

Conflict Management

Any group of people working together will experience situations of conflict. Learning to manage and resolve situational conflict has become an essential tool in effective management. This course will explore the nature and dynamics of conflict, assertive communication, preferred styles for dealing with conflict, fairness issues and the value of joint problem-solving to produce win-win situations. Participants will learn to identify the 5 typical responses to conflict, and how to diagnose, plan, prepare and implement an effective action plan to resolve conflict constructively.

When: March 28-29, 1995
February 7-8, 1995 *(Cape)*
December 8-9, 1994 *(Holyoke)*
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and Supervisors at all levels
Enrollment: 35
Fee: $105

Program #095CNFS95
095CNCS95
095CNSF95

*This course is being pilot tested through DPA only. It is not currently available in the M.S.A.

Please arrive by 8:45 am.

MANAGEMENT DEVELOPMENT

Creating a Customer Service Organization

Using the principles and methods of Dr. W. E. Demming, commonly known as total quality management, this course will focus on how to create a customer service organization in your department. Identifying your customer(s) is key to this effort. The course will focus on this as well as communication, and using a strategic approach to achieving customer satisfaction. Creating satisfied citizens and customers for state government is the basic premise of this program.

When: May 23, 1995 — **Program #**070CSOS95
Feb. 28, 1995 *(Cape)* — 070CSCS95
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and professional staff
Enrollment: 35
Fee: $55

The Manager as Coach

This intensive one-day course will provide the manager with coaching skills that will improve the performance of his or her organization by creating a positive and supportive working relationship with employees. The workshop will focus on practical, problem solving skills that enable employees to make connections and commitments to the organization's vision and initiatives. The curriculum includes self assessment techniques, theories of coaching, understanding and interpreting the behavior of co-workers, confronting difficult situations, motivating subordinates, and team building.

When: December 13, 1994 — **Program #**070MACF95
April 6, 1995 — 071MACS95
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and direct supervisors
Enrollment: 35
Fee: $55

Developing and Administering an Agency Budget*

This course will focus upon budgeting for Massachusetts agencies. Current budgeting theories and sound managerial budgeting practices, the intricacies of line items, subsidiary accounts, and the legislative process will be discussed. Participants will use a case study which offers problems and situations similar to those in their own agencies. Participants will leave this session with concrete how-to's to help them in their planning and budgeting.

When: November 10, 1994 — **Program #**074DABF95
Time: 9:00 am - 4:00 pm
Participant Focus: Managers or senior supervisory staff responsible for strategic and unit based budgeting
Fee: $55

*This course is being pilot tested through DPA only. It is not currently available on the M.S.A.

Please arrive by 8:45 am.

Total Quality Management Programs

Program Notes

Overview of Total Quality Management

This course is based on W. Edward Demming's theory for quality management which is the approved approach which the Commonwealth Quality Improvement Council is implementing in Massachusetts. Participants will explore what it means to be customer focused and how to realign agency processes to meet the needs and expectations of customers. Skills will be developed in systems thinking and structured problem solving. Participants will leave the course with an understanding of the transformation needed to create a total quality organization.

When: January 19, 1995
January 5, 1995 *(Cape)*
Time: 9:00 am - 4:00 pm
Participant Focus: Senior Management/Professional Staff
Enrollment: 35
Fee: $55

Program #090TQMS95
090TQCS95

TQM: Team Dynamics

People working together to accomplish a common goal are a team. Without a goal teamwork does not exist. Participants in this course will understand the dynamics which accompany project team development as it relates to the accomplishments of a total quality management project. Participants will learn the stages of group development: ''forming, storming, norming and performing''. Participants will begin the course by clarifying their process improvement opportunity. Process skills and problem solving will be presented through simulations, role plays and other group activities. It is recommended that participants come as a team.

When: February 16-17, 1995
February 7-8, 1995 *(Holyoke)*
Time: 9:00 am - 4:00 pm
Participant Focus: TQM Project Teams
Enrollment: 35
Fee: $105

Program #091TQMS95
091TQSS95

TQM Problem Solving

This course will focus on The 7 Step Improvement Process and the ''Plan-Do-Check-Act'' Cycle (Shewhart Cycle) as structured problem solving techniques. Participants will learn how to solve problems in TQM environment. A simulation will allow participants to practice quantitative and qualitative methods for continuous improvement. Related tools and techniques to understand customers will also be taught.

When: March 1,8,15, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Members of intact Project Team
Enrollment: 35
Fee: $155
Pre-requisite: Team Dynamics recommended

Program #092TQMS95

Please arrive by 8:45 am.

Advanced TQM Implementation

This course will concentrate on creating a customer focus organization and steps which management must follow. Participants will learn how to select TQM projects which advance the purpose of their agency. They will also learn how to identify barriers to quality and how to break down barriers. Participants will leave the workshop with a plan to align key policies, procedures, performance and communications. Skills in ''bench-marking'' and customer mapping will be practiced.

When: April 12, 1995 **Program** #093TQMS95
Time: 9:00 am - 4:00 pm
Participant Focus: Managers who are implementing TQM projects
Enrollment: 35
Fee: $55

Please arrive by 8:45 am.

Staff Development Programs

Program Notes

Techniques of Supervision

This five-day course is designed for first-line supervisors as an introduction to basic supervisory principles. Areas to be addressed are: leadership, communication, delegation, decision making, problem solving, motivation, conflict management, productivity, performance evaluation, and AA/EEO. A combination of lecture, group exercises, and role play will be used to enhance the learning experience of the participants. The goal of the program is to enable participants to supervise effectively.

When: November 2,9,16,23,30, 1994
February 1,8,15,22, March 1, 1995
May 3,10,17,24,31, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: First-line supervisors
Enrollment: 35
Fee: $230

Program #310TOSF95
311TOSS95
310TOBS95

Professional Skills for Support Staff

This comprehensive three-day seminar will provide clerical/support staff with training to better realize their potential in the office. The seminar provides techniques to improve verbal and written communication, assertiveness, motivation, time management and supervising others. It will also discuss planning for professional career growth.

When: December 5,12,19, 1994
December 5-7, 1994 *(Holyoke)*
Time: 9:00 am - 4:00 pm
Participant Focus: Secretarial personnel and support staff
Enrollment: 35
Fee: $105

Program #315PROF95
315PSSF95

Basic Writing Skills

This workshop will help participants understand the basic building blocks of English. It will identify the eight parts of speech, sentence structures, and review punctuation rules and conventions. The seminar will also offer guidelines on handling abbreviations and numbers in useful proofreading techniques. A portion of seminar time will be devoted to helping participants acquire the confidence to undertake short on-the-job writing assignments.

At the conclusion of each lesson, participants complete practical exercises and receive individualized feedback to help ensure understanding and competency. Participants should bring three or four recent samples of their writing to the class.

When: October 27-28, 1994
March 13-14, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals who need to review and practice basic writing skills
Enrollment: 25
Fee: $130

Program #320BWSF95
321BWSS95

Square 1: Basic Language Skills

This four day program is designed to strengthen and reinforce the fundamentals of the English language, for employees whose first language is English. Participants will learn how to build and expand their vocabulary, polish verbal skills, improve grammar, master punctuation and to overall strengthen the impact of their business communication skills. This is not an ESL course.

When: October 18-21, 1994
April 18-21, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals who need to strengthen basic language skills
Fee: $205

Program #319BLSF95
319BLSS95

Developing Career Opportunities for Support Staff

This one day workshop for clerical and support staff outlines a process for individuals to target their short and long term job and career goals, to understand the opportunities and resources available to them and to develop techniques and skills for career mobility. Emphasis is placed on understanding the process of personal change, recognizing the need for change, personal motivations for change and how to manage behaviors and perceptions to positively align with job/career goals.

When: February 3, 1995
February 15, 1995 *(Cape)*
Time: 9:00 am - 4:00 pm
Participant Focus: Clerical and support staff
Fee: $55

Program #322DCOS95
322DCCS95

Business Writing: Letters and Memos

Learn how to write more effective letters and memos in this fast paced one-day workshop. Everyone wants to write letters and memos that state the message clearly, command attention, compel action and create a winning impression. This program is designed to enhance your ability to communicate in clear, concise and effective business language. This program is not for individuals having difficulty with basic writing skills but is geared for writers who are seeking to refine their skills.

When: November 21, 1994
April 25, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals who want to improve their written communication
Enrollment: 25
Fee: $70

Program #325BWLF95
326BWLS95

Clear Writing

Is writing one of your most difficult responsibilities on the job? Do you put off writing that report, letter, or memorandum? Does your supervisor rewrite every other word?

This two-day seminar will provide participants with the skills necessary to produce clear writing with confidence. This includes: how to get started, drafts, organizing information, selecting and prioritizing what will be presented, and writing clear, direct, and understandable sentences. Everyone can learn to enjoy the writing process.

Participants should bring three or four recent samples of their writing to the class.

When: December 20-21, 1994
May 17-18, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Anyone who has writing responsibilities as a major job duty
Enrollment: 25
Fee: $130

Program #370CWFF95
371CWSS95

Report Writing

A properly constructed report is one of the most powerful business communication tools. This program is designed for employees who have technical and other report writing responsibilities as a major job activity. This seminar will focus on how to organize and structure content, articulate objectives, direct the message to specific audiences, and format the completed project. Participants will practice, analyze and edit, and should bring a recent sample of their report writing to class.

When: November 7-8, 1994
Time: 9:00 am - 4:00 pm
Participant Focus: Anyone who has report writing as a major job duty
Enrollment: 25
Fee: $130

Program #360RPWF95

Stress Management

This one-day program is designed to provide participants with an understanding of the factors and situations which are stress producing. It covers the nature of stress and burnout, and their physical, psychological, and sociological consequences. Negative and positive coping behaviors are described. Simple but effective techniques for dealing with stress—both internally, via relaxation, de-sensitization, and self-image improvement—and externally, via behavior management and assertiveness training are discussed. Application of these techniques will be practiced during this session.

When:	November 17, 1994	**Program #**375STMF95
	June 2, 1995	376STMS95
	November 18, 1994 *(Holyoke)*	377STMF95
	March 22, 1995 *(Holyoke)*	378STMS95
	November 15, 1994 *(Pittsfield)*	379STMF95

Time: 9:00 am - 4:00 pm
Participant Focus: Individuals interested in how to cope with stress
Enrollment: 35
Fee: $55

Dealing Effectively with the Public

The skill of dealing effectively with the public is one that every state government employee should be able to demonstrate. The goals of this course will be to develop the ability to effectively communicate with the public in a professional manner. This one-day program will include effective telephone techniques, appropriate referrals, dealing with the hostile consumer, and priority setting.

When:	November 1, 1994	**Program #**380DEPF95
	January 4, 1995	381DEPS95
	March 22, 1995	382DEPS95
	May 9, 1995	383DEPS95
	April 27, 1995 *(Holyoke)*	384DEPS95

Time: 9:00 am - 4:00 pm
Participant Focus: Individuals who have extensive public contact on the job
Enrollment: 35
Fee: $55

Assertiveness Training for People in the Workplace

Assertiveness training will help you to be more personally effective both in the workplace and at home. You will learn how to stand up for your rights without denying the rights of others and how to turn self-defeating behavior patterns into productive action. We will explore the ways in which we deal with others, and look at our culturally-learned responses, as well as our personal obstacles to assertiveness.

When:	December 9, 1994	**Program #**385ASTF95
	May 25, 1995	386ASTS95

Time: 9:00 am - 4:00 pm
Participant Focus: Anyone interested in learing more about effective assertiveness
Enrollment: 35
Fee: $55

Please arrive at 8:45 am.

American Red Cross Standard First Aid (with adult CPR)*

In conjunction with the American Red Cross, we are offering this 7 hour, certificate granting course on First Aid, that includes instruction in **adult CPR.** Participants will learn how to recognize an emergency and overcome the reluctance to act, use the EMS system, recognize and care for breathing emergencies, heart attack, and cardiac arrest in **adults**, identify life-threatening bleeding and control it, identify the signs of shock and minimize its effects, identify and care for various soft tissue and musculoskeletal injuries, and identify and care for sudden illness, including poisoning and heat and cold emergencies. You will receive the American Red Cross Standard First Aid Certificate and the Adult CPR certificate.

When: November 4, 1994 — **Program #**389CPRF95
May 19, 1995 — 390CPRS95
February 22, 1995 *(Cape)* — 391CPRS95
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals interested in First Aid and CPR
Fee: $55

Communicating for Better Performance

This two-day program will explore the intricacies of communication. Participants will examine issues and develop skills critical to effective communication. They will also develop an understanding of the impact of communication on work performance and on the environment of the office. Topics will include: active listening, identifying barriers, conflict resolution, problem solving and feedback.

When: November 7-8, 1994 — **Program #**395CBPF95
January 24-25, 1995 — 396CBPS95
April 26-27, 1995 — 397CBPS95
Time: 9:00 am - 4:00 pm
Participant Focus: Supervisors and professional staff
Enrollment: 35
Fee: $105

English as A Second Language: Basic or Advanced

This program provides a **basic** or **advanced** course for employees whose native language is not English. The courses offer practical instruction and skill development in speaking and listening. Topics covered are: listening/speaking on the phone, asking questions, following directions, reading messages/signs, and understanding state government structure. The objective is to assist employees to more effectively perform their jobs and to prepare them for career growth opportunities. After a diagnostic test, participants will be placed in the **basic** or **advanced** course. The **basic** course is for those with little English-speaking experience who need support in learning to speak English with ease. The **advanced** course is for employees who need to focus on grammar, oral presentations, and polishing the verbal skills necessary for living and working in an English-speaking environment.

When: Test Date: January 23, 1995 — **Program #**400ESLS95
Course Dates: February 7 - April 13, 1995
Time: Basic Course 9:00 am - 12:00 pm, Tuesdays and Thursdays, for 10 weeks
Advanced Course: 1:00 pm - 4:00 pm, Tuesdays and Thursdays, for 10 weeks
Participant Focus: Individuals who have English as a Second Language
Enrollment: 26
Fee: $405

Special Note: Diagnostic testing and course placement will take place on January 23, 1995. Participants will be notified on the exact time to appear for a one hour test.

*This course is being pilot tested through DPA only. It is not currently available in the M.S.A.

Please arrive by 8:45 am.

Basic Workplace Spanish*

This course will be designed to address the workplace issues and communication needs of the participants. Content will focus on basic grammar, building vocabulary and increasing verbal communication skills. Participants will achieve a basic level of two-way conversation with people who speak Spanish. This is an entry level course, for individuals who do not speak or understand Spanish.

When: April 4 - June 6, 1995 **Program** #402BWSS95
Time: 4:30 pm - 6:30 pm
Participant Focus: Individuals who need Spanish language skills on the job
Enrollment: 25
Fee: $130

Managing Diversity for Productivity

A diverse workforce has enriched our organizations. This one day program will help agencies to productively manage their workforce by creating an environment of greater understanding, acceptance and respect among co-workers of diverse cultures and backgrounds. This course will address issues of motivating, team building, problem solving and leadership skills, and will help participants gain insight to manage their views, words and unspoken language in order to become more effective in a multicultural environment.

When: March 9, 1995 **Program** #405MDPS95
March 21, 1995 *(Holyoke)* 405MDSS95
Time: 9:00 am - 4:00 pm
Participant Focus: Supervisors at all levels
Enrollment: 35
Fee: $55

Public Speaking

Learn how to improve your ability to make effective presentations before small and large groups. This three-day course will focus on improving skills in delivering accurate, concise, and persuasive messages, whether they be for a formal presentation or a daily part of your responsibility. Practice and feedback will allow participants to identify their communication strengths and weaknesses. Course content includes: organization, audience analysis, handling questions, dealing with stress, verbal and nonverbal communication.

When: December 14,15,16, 1994 **Program** #300PSSF95
June 5,6,7, 1995 301PSSS95
Time: 9:00 am - 4:00 pm
Participant Focus: Trainers, supervisors, and entry-level managers
Enrollment: 25
Fee: $105

Motivational Techniques: For Managers and Supervisors

Increasing employee motivation and morale results in higher levels of productivity and the quality of work life. This program will give participants the opportunity to learn specific techniques to increase individual motivation and team productivity of their employees in a variety of work-related situations. Topics include: effective communication, positive motivation and leadership, developing others, goal setting and creative approaches to rewarding performance.

When: November 29, 1994 **Program** #305MOTF95
May 4, 1995 305MOTS95
November 17, 1994 *(Holyoke)* 305MOSF95
Time: 9:00 am - 4:00 pm
Participant Focus: Managers, supervisors, professional staff
Enrollment: 35
Fee: $55

STAFF DEVELOPMENT

American Sign Language I*

This course is an introduction to ASL and Deaf culture. It is the primary language of the American Deaf Community. It introduces commonly used signs, basic rules of grammar, non-manual components of ASL and some cultural information about the deaf community. Participants will develop a basic expressive and receptive sign vocabulary and be able to produce and understand grammar sentences and dialogues, attain competence and demonstrative ability to use some basic grammar rules of ASL, and become familiar with some cultural and behavioral aspects of the deaf community including etiquette and life styles. In-class practice of ASL includes everyday conversation.

Text used: Learning American Sign Language by Tom Humphries and Carol Padden; Prentice Hall, $25.00

Optional Reading: Deaf in America: Voices from a Culture by Tom Humphries and Carol Padden

When: November 1, 1994 - January 31, 1995 **Program** #450ASLF95
Time: 12 weeks, 4:30 pm - 6:30 pm, Tuesdays
Participant Focus: Any individual wishing to learn ASL
Enrollment: 20
Fee: $130

American Sign Language II*

This is an intermediate course in ASL and Deaf culture. Participants will further develop expressive and receptive sign vocabulary and skills to produce and understand grammar sentences and dialogues, competencies and demonstrative ability to use grammar rules of ASL, and practice everyday conversation.

Text used: Learning American Sign Language by Tom Humphries and Carol Padden; Prentice Hall, $25.00

When: November 3, 1994 - February 2, 1995 **Program** #460ASAF95
Time: 12 weeks, 4:30 pm - 6:30 pm, Thursdays
Participant Focus: Individuals who have completed ASL I
Enrollment: 20
Fee: $130

Workplace Communication for Support Staff

In your work, you must communicate on a continuous basis with a variety of people: the public, other employees, bosses, public officials, etc. You handle phone calls, listen to complaints and requests, give instructions, and solve problems. This workshop is designed to help you become more effective in your daily communication with others. As a result of this program, participants will increase their ability to listen more effectively to enhance problem solving, give constructive feedback for improved understanding, and to effectively communicate in a professional manner using specific techniques.

When: October 25-26, 1994 *(Pittsfield)* **Program** #395CSPF95
February 9-10, 1995 *(Holyoke)* 396CSHS95
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals who want to increase their communication skills
Enrollment: 35
Fee: $55

*This course is being pilot tested through DPA only. It is not currently available in the M.S.A.

Please arrive by 8:45 am.

State Agency Sponsored Training

Program Notes

STATE AGENCY SPONSORED TRAINING

The Human Resource Development Group is pleased to present a number of state agency sponsored training programs that are **FREE** to participating agencies. **Preregistration is required.** We are able to offer these programs through collaboration with other departments and we thank them for their dedication to improving the quality of work in Massachusetts state government.

Employee Performance Review System (EPRS): An Orientation

The Employee Performance Review System (EPRS) is the state's performance planning and appraisal program for most collective bargaining unit employees and is administered by the Office of Employee Relations.

This session for new supervisors will introduce the EPRS cycle and forms, address policy and implementation questions, give supervisors practice writing appropriate job duties and performance criteria, and differentiate between the various ratings possible. The session is particularly meant for smaller agencies which do not have the internal training personnel to conduct this training themselves.

Supervisors should bring Form 30 Job Descriptions and/or completed EPRS forms to the session as well as their Supervisor's Guide.

When: October 21, 1994
April 5, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: New supervisors with EPRS responsibilities
Enrollment: 35
Fee: No Charge

Program #500EPRF95
505EPRS95

Progressive Discipline

A key to effective contract administration for supervisors is knowing the correct procedures for implementing disciplinary action, including discharge.

Topics:

—Regulations and procedures for progressive discipline
—The difference between EPRS and progressive discipline
—Documentation, the key to successful disciplinary action
—The role of your agency's grievance office, labor management committee and union stewards
—The role of the Office of Employee Relations

The program will include lecture, case studies and group discussion.

When: November 9, 1994
May 18, 1995
Time: 9:00 am - 4:00 pm
Participant Focus: Managers, supervisors, personnel staff
Enrollment: 35
Fee: No Charge

Program #730PRDF95
731PRDS95

Please arrive by 8:45 am.

STATE AGENCY SPONSORED TRAINING

Affirmative Action/Cultural Diversity

The commitment of State Government to Affirmative Action is not only a matter of policy, it is the law. This program will incorporate the principles of affirmative action and cultural diversity.

—What is Affirmative Action
—Who is covered and how to hire under Affirmative Action
—What are employee rights under Affirmative Action
—Role, responsibility, and authority of the agency's Affirmative Action Officer
—Management responsibility for implementation of affirmative action programs
—Principles and tools for effectively managing workplace diversity

The program will include lecture and group discussion.

When: February 21, 1995 **Program #**752PIES95
Time: 9:00 am - 12:00 pm
Participant Focus: Managers, supervisors, personnel staff
Enrollment: 35
Fee: No Charge

Implementing ADA

Organizations are required to make the workplace accessible to people with disabilities. This course will be designed to address the ADA law and its impact on government agencies. Content will include the law, intent, policy, and resource and financial issues of implementing ADA at the workplace. Emphasis will be on developing implementation plans. Participants will use a case study and small group discussion to practice successful problem solving.

When: December 6, 1994 **Program #**760ADAF95
March 21, 1995 761ADAS95
May 26, 1995 762ADAS95
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals charged with implementing ADA at their agency
Enrollment: 35
Fee: No Charge

Managing Troubled Employees: Supervisory Training

This course will help supervisors and managers improve their skills in identifying and confronting employees who may be experiencing personal problems that are reducing their level of performance and productivity. Topics include warning signs, intervention skills, options and resources, the analysis of feelings, behaviors, and responses. The program will also include lecture, group discussion, film, and role play. This course is co-sponsored by the Group Insurance Commission and Options Mental Health.

When: October 19, 1994 **Program #**740MTEF95
February 23, 1995 741MTES95
May 10, 1995 742MTES95
Time: 9:00 am - 12:00 pm
Participant Focus: Supervisors and managers in state government only
Enrollment: 35
Fee: No Charge

Please arrive by 8:45 am.

Computer Programs

Program Notes

PC OPERATING SYSTEMS

PC Fundamentals

This one-day seminar will introduce participants to the disk operating system (DOS) of the personal computer and to the broad uses of popular software packages. The course will cover the basics of hardware, such as the monitor, keyboard, hard drive and floppy disks.

When: October 19, 1994
December 7, 1994
February 1, 1995

Program #100DOSF95
101DOSF95
200DOSS95

Pre-requisite: None
Fee: $135

Introduction to DOS

This one-day introductory course will familiarize participants with MS-DOS and PC DOS operating systems' capabilities. Participants will learn commands for renaming, copying, deleting, and creating files; creating and removing directories; displaying and printing text files; the creation and utilization of batch files; supplemental DOS commands; formatting and copying floppy disks.

When: October 26, 1994
December 14, 1994
February 8, 1995

Program #100OPSF95
101OPSF95
200OPSS95

Pre-requisite: None
Fee: $135

Advanced DOS

This one-day course moves beyond the basics of MS-DOS and PC DOS. Participants in this course will learn to write CONFIG.SYS and AUTOEXEC.BAT files and other batch file commands using the DOS Editor. Participants will also learn hard disk techniques such as backup and restore. This course broadens the participants' knowledge of DOS.

When: October 12, 1994
January 11, 1995

Program #105OPAF95
205OPAS95

Pre-requisite: Introduction to DOS or equivalent
Fee: $135

Maximum enrollment of 12 < > Class Hours 9:00 am - 4:00 pm
Please arrive by 8:45 am

COMPUTER PROGRAMS

Introduction to Windows

This one-day course is designed to teach the basics of Microsoft Windows' graphical user interface (GUI) and its applications. Participants will learn the basics of the mouse, menus, and icons. They will also learn how to manage files (copying, deleting, renaming). Utilizing Windows Program Manager, Control Panel, File Manager, and Accessories will also be covered.

When: October 3, 1994 — **Program #**160WINF95
November 1, 1994 — 161WINF95
December 1, 1994 — 162WINF95
January 4, 1995 — 260WINS95
February 13, 1995 — 261WINS95
March 1, 1995 — 262WINS95
April 4, 1995 — 263WINS95
May 2, 1995 — 264WINS95
Pre-requisite: None
Fee: $135

PC SPREADSHEET PROGRAMS

INTRODUCTORY SPREADSHEET PROGRAMS

This two-day, intensive workshop is designed to introduce the basics of the electronic spreadsheet. Participants will learn: 1. Editing; 2. Erasing; 3. Moving; 4. Formatting; 5. Building formulas; 6. Saving and printing; 7. Graphics; 8. Combining files; and 9. Database management.

Introduction to Lotus 1-2-3 for DOS

When: October 24-25, 1994 — **Program #**105LOTF95
November 15-16, 1994 — 106LOTF95
Pre-requisite: None
Fee: $265

Introduction to Lotus 1-2-3 for Windows

When: November 17-18, 1994 — **Program #**165LTWF95
March 14-15, 1995 — 265LTWS95
Pre-requisite: Introduction to Windows or equivalent
Fee: $265

Introduction to Excel for Windows

When: November 8-9, 1994 — **Program #**190EXCF95
February 9-10, 1995 — 290EXCS95
May 22-23, 1995 — 291EXCS95
Pre-requisite: Introductions to Windows or equivalent
Fee: $265

Introduction to Quattro Pro for Windows

When: October 17-18, 1994 — **Program #**135QTPF95
April 20-21, 1995 — 235QTPS95
Pre-requisite: Introduction to Windows or equivalent
Fee: $265

Maximum enrollment of 12 < > Class Hours 9:00 am - 4:00 pm
Please arrive by 8:45 am

ADVANCED SPREADSHEET PROGRAMS

These two-day courses are designed for users who are comfortable with the commands taught in the introductory courses. Advanced features of the respective packages as well as lesser-known functions will be explored. These sessions will cover: 1. Advanced functions; 2. Advanced database commands; 3. Advanced graphing/charts; and 4. Introduction to macros; 5. Working with multiple spreadsheets; and 6. Referencing external databases.

Advanced Lotus 1-2-3 for DOS

When: January 30-31, 1995 — **Program #**210ALTS95
April 27-28, 1995 — 211ALTS95
Pre-requisite: Experience with commands taught in Introduction to Lotus 1-2-3 for DOS
Fee: $265

Advanced Excel for Windows

When: November 2-3, 1994 — **Program #**190EXAF95
May 3-4, 1995 — 290EXAS95
Pre-requisite: Experience with commands taught in Introduction to Excel for Windows
Fee: $265

Macros for Spreadsheet Programs

These one-day, intensive seminars are for advanced users who want to expand their skills and automate a series of keystrokes. Topics to be covered include: 1. What is a macro?; 2. Creating simple macros; 3. Macro programming commands; 4. Macro libraries; 5. Building menus; 6. Automatic loading; 7. Macros for graphs, spreadsheets, databases; and 8. Macros for custom printing. Participants should be prepared to bring their own applications to this session.

Using Macros with Lotus 1-2-3 for DOS

When: March 22, 1995 — **Program #**215LTMS95
Pre-requisite: Experience with commands taught in Advanced Lotus 1-2-3 for DOS
Fee: $135

Using Macros with Excel for Windows

When: October 31, 1994 — **Program #**115EXMF95
Pre-requisite: Experience with commands taught in Advanced Excel for Windows
Fee: $135

Maximum enrollment of 12 < > Class Hours 9:00 am - 4:00 pm
Please arrive by 8:45 am

DATABASE MANAGEMENT PROGRAMS

INTRODUCTORY DATABASE PROGRAMS

These two-day intensive hands-on workshops provide the skills to organize, enter, store, modify, analyze, and summarize information. The emphasis is on practical examples of database design and implementation. Topics covered are: 1. Demystifying databases; 2. Designing and modifying a database; 3. Analyzing numbers, text and dates; 4. Sorting and searching; and 5. Creating custom reports and queries.

Introduction to dBase

When: December 15-16, 1994 — **Program** #120DBAF95
Time: 9:00 am - 4:00 pm
Pre-requisite: Familiarity with DOS
Enrollment: 12
Fee: $265

Introduction to Foxpro

When: November 29-30, 1994 — **Program** #180FOXF95
Pre-requisite: Familiarity with DOS
Fee: $265

Introduction to Access for Windows

When: November 21-22, 1994 — **Program** #120ACCF95
January 9-10, 1995 — 220ACCS95
Pre-requisite: Introduction to Windows or equivalent
Fee: $265

Introduction to Paradox for Windows

When: December 5-6, 1994 — **Program** #195PARF95
March 7-8, 1995 — 295PARS95
Pre-requisite: Introduction to Windows or Equivalent
Fee: $265

Maximum enrollment of 12 < > Class Hours 9:00 am - 4:00 pm
Please arrive by 8:45 am

ADVANCED DATABASE PROGRAMS

These two-day intensive hands-on workshops explore database techniques and features that improve the user's productivity. The emphasis is on practical examples of data analysis and report preparation. Topics will include: 1. Expanding your database vocabulary; 2. Creating complex reports; 3. Screens for custom data entry; 4. Programming essentials; 5. Programming for custom output; and 6. Programming for data entry.

Advanced dBase

When: March 9-10, 1995 **Program** #230ADBS95
Pre-requisite: Experience with commands taught in Introduction to dBase
Fee: $265

Advanced Foxpro

When: January 24-25, 1995 **Program** #280FXAS95
Pre-requisite: Experience with commands taught in Introduction to Foxpro
Fee: $265

DATABASE PROGRAMMING

These two-day intensive hands-on workshops provide experienced database users with an opportunity to enhance their programming skills. The emphasis is on sharing practical examples of applications with the class. Topics will include: 1. Expert commands and functions; 2. Designing and implementing complete applications; 3. Advanced programming techniques for effective input and output; 4. Solving multi-user database issues; and 5. Integrating databases with other applications and tools.

Programming with dBase

When: February 15-16, 1995 **Program** #220DBPS95
Pre-requisite: Experience with commands taught in Advanced dBase
Fee: $265

Programming with Foxpro

When: February 6-7, 1995 **Program** #235FXPS95
Pre-requisite: Experience using commands taught in Advanced Foxpro
Fee: $265

COMPUTER PROGRAMS

WORD PROCESSING

Introduction to WordPerfect

These two-day courses are designed to teach the basics of word processing, using the software packages' command system. The course will cover: 1. Creating a document; 2. Editing and revising documents; 3. Spell checking and thesaurus; 4. Formatting; and 5. Printing.

When: October 27-28, 1994 — **Program #**145WRPF95
January 26-27, 1995 — 245WRPS95
Pre-requisite: None
Fee: $265

Introduction to Microsoft Word for Windows

When: October 13-14, 1994 — **Program #**170MWWF95
January 5-6, 1995 — 270MWWS95
May 9-10, 1995 — 271MWWS95
Pre-requisite: Introduction to Windows or equivalent
Fee: $265

Introduction to WordPerfect for Windows

When: October 5-6, 1994 — **Program #**175WPWF95
January 18-19, 1995 — 275WPWS95
April 6-7, 1995 — 276WPWS95
June 1-2, 1995 — 277WPWS95
Pre-requisite: Introduction to Windows or equivalent
Fee: $265

Advanced WordPerfect

This one-day course is designed for experienced users of WordPerfect who are looking for tricks and tips. This course covers advanced topics such as: 1. Library and Glossary commands; 2. Merge, Style Sheets; 3. Column Functions; 4. Outlining; 5. Table of Contents; and 6. Indexing and Sorting text.

When: October 4, 1994 — **Program #**155AWPF95
December 2, 1994 — 156AWPF95
March 2, 1995 — 255AWPS95
Pre-requisite: Experience with commands taught in Introduction to WordPerfect
Fee: $135

Maximum enrollment of 12 < > Class Hours 9:00 am - 4:00 pm
Please arrive by 8:45 am

DESKTOP PUBLISHING

Introduction to PageMaker for Windows

These two-day courses are designed for individuals who will be using software for production of publications. In this course you will learn to create typeset quality publications. The course will cover: 1. The menu and tools; 2. Creating, importing, and editing text and graphics; 3. Constructing master pages; 4. Aldus additions; and 5. Designing publications. **Note:** Skills learned in this program are also applicable to MAC users.

When: December 12-13, 1994
February 27-28, 1995

Program #140PGMF95
240PGMS95

Pre-requisite: Introduction to Windows or equivalent
Fee: $265

Maximum enrollment of 12 < > Class Hours 9:00 am - 4:00 pm
Please arrive by 8:45 am

EMPLOYEE REQUEST FORM
FOR ADDITIONAL COMPUTER SOFTWARE TRAINING

Please complete the following if you would like training on any software products not scheduled in this catalogue.

COURSE	LEVEL Introductory	Advanced
☐ Ami Pro for Windows	☐	☐
☐ Foxpro for Windows	☐	☐
☐ Quattro Pro for DOS	☐	☐
☐ Freelance Graphics for Windows	☐	☐
☐ PowerPoint for Windows	☐	☐
☐ Microsoft Projects for Windows	☐	☐
☐ OTHER_____	☐	☐

Employee Information:

Name _____

Agency _____ Division _____

Work Address _____ Floor _____

City _____ Zip _____

Work Phone (_____) _____ Extension _____
area code

RETURN THIS FORM TO YOUR DEPARTMENT TRAINING LIAISON OFFICER

DTLO: Please transfer this information to the designated space on your Matrix Enrollment Form. Based on the number of requests received, additional programs may be scheduled.

PARTICIPANT REGISTRATION FORM

Send this form to your Department Training Liaison Officer (DTLO) listed on pp. 10-12 of this catalogue. You must have your supervisor's signature.

1 **Program Information: (please print)**

Title _____

Program # (from catalogue) _____

Program Date(s) _____ Fee _____

Location _____

2 **Participant Information:**

Name _____

Agency _____ Division _____

Work Address _____ Floor _____

City _____ Zip _____

Work Phone (_____) _____ ext. _____
area code

Mgmnt. Level _____ Job Grade _____ Bargaining Unit _____

Job Title _____

Sex: Male Female **Race:** 1. White 2. Black 3. Hispanic 4. Asian/Pacific Islander
5. Native American 6. Other _____

Disability: Yes No **Veteran:** Yes No

Special Needs (Specify) _____

Instructions

- Send a separate registration form for each requested program to your Department Training Liaison Officer (DTLO).
- If selected to attend your DTLO will:
  - sign the form
  - check the "confirmed" box
  - return the form to you
- Notify your DTLO immediately if you must cancel so a substitute can be arranged.

PROGRAM FEES ARE NOT REFUNDABLE

3 **Signatures:** (REQUIRED, OR FORM WILL BE RETURNED)

Participant _____

Supervisor _____ Signature _____
(printed or typed name)

4 **Department Training Liaison Officer Information: (For DTLO use only)**

Once you receive a "confirmed" status for this slot from the HRD Group, please provide the following information and return this entire form to the participant with instructions to present the form for admission to class.

The course fee is to be paid by: (If there is no charge, please provide the three letter agency code.).

[ ] Invoice _____ _____ _____ [ ] MMARS _____ _____ _____ - _____ _____ _____ _____
(Dept. Code 3 Alphos) (Dept. Code 3 alphos) (Org. Code 4 digits)

Signature _____ Phone (_____) _____ Ext. _____

Status on Confirmation Report **Confirmed [ ]** **Wait List [ ]**

5 **The HRD Group Information (For HRD use only)**

Coordinator _____ Data Entry Date _____ Initials _____

6 **Cancellation Policy:**

Under circumstances of extreme weather conditions: programs held in Boston, Buzzards Bay, Pittsfield, and Holyoke will be cancelled when public high schools in the respective communities cancel school.
Slots requested cannot be cancelled or substituted for other courses. Scheduled participants who cannot attend should notify their DTLO so that a substitute can be arranged.

Classes are held at One Ashburton Place, 3rd Floor Classrooms, in Boston unless otherwise noted.
Please arrive 15 minutes prior to the scheduled start time for all classes.

Participants must present this completed form for admission to the course.

Program Notes

Human Resource Development: An Investment in Your Future

Commonwealth of Massachusetts
Department of Personnel Administration
The Human Resource Development Group
One Ashburton Place, Room 312
Boston, MA 02108

We Work for Massachusetts' Greatest Resource...YOU.

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